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## HUMAN RESOURCE INFORMATION SYSTEM, HUMAN RESOURCE PERFORMANCE AND MODERATING EFFECT OF NATIONAL AND INTERNATIONAL BANKS OF BANK EMPLOYEES IN QATAR

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### ABSTRACT

*Technology has become full circle in the effectiveness of today's world and industries. It has crossed boundaries to make itself known and also have people relied upon it to a huge extent. Particularly databases and software to enrol data for the company, such software is generally used by departments. It is not only time consuming but also a huge setback for the employees. Technology, these days has made life easier for many organizations; just a click of a button and everything is in front of you. The aim of this research is to find a solution for banking industry to overcome the problems they face in adapting to the Human resource information systems built for them. The study has been initiated with a view to understand the implementations of HRIS in banks of Qatar and also the comparison of international banks and national banks in terms of HRIS adoption. The estimates of type of banks are significant. This signifies that partial moderation exists the path between HRIS on HR Performance. The national banks effect of HRIS on HR performances is strongly positive. This study enriches the knowledge on HRIS in banking sector in Qatar.*

### KEYWORDS

HRIS, HR performances, banking.

### INTRODUCTION

Technology has become full circle in the effectiveness of today's world and industries. It has crossed boundaries to make itself known and also have people relied upon it to a huge extent. Particularly databases and software to enrol data for the company, such software is generally used by departments. It is not only time consuming but also a huge setback for the employees. Technology, these days has made life easier for many organizations; just a click of a button and everything is in front of you. In Human Resource, technology can aid in training, recruiting, connecting employees, finding out the perception of employees, performance management, external market change, compliances, data privacy and much more. Human Resource Departments should consider specially designed software to be used for the input of data in order to maintain a constant update on employees.

Internet technology has immensely grown for training of employees all over the world; it has reached to the extent of teaching individuals about their jobs and also aided them to gain more experience and knowledge in their fields. Individual employees need to attain the knowledge on how technology can assist them in their work and to what extent can it support them to achieve their goals quicker than usual. Hence in this research, the main aspects of technology will be discussed and how it could aid Human Resource Department in general.

Various industries are facing the complex issues relating to the use of technology in day to day affairs, often the relationship is seen in companies deterring to change to the effectiveness of newer methods. Employers may react to change differently bringing certain problems in work ethics due to technology. Moreover, cost is a key concern for companies as small firms may not be able to afford it or might think it is too costly, whereas large firms might not see the need to spend much to adapt to such change. Hence the hypothesis here is that the HR department in IBQ is not able to use the HRIS to its full potential due to the employer's reaction towards change, as well as lack of training on how to use the software. Where cost is concerned IBQ is a small organization, hence they would be hesitant to upgrade the software to a newer version which would enable them to gain all the functions of the software, as upgrading costs a lot for the HRIS.

### REVIEW OF LITERATURE

According to Claire Capon (2004) "Human resource management is an integrative general management activity that involves examining the organization's demand for human resources with particular skills and abilities." In other words, it means that human resource management is a department which revolves around providing the company with human resources that have abilities to work in the company.

The author also mentions that the human resource management not only aids in recruiting the staff for the company but also aims at training and developing, and managing employment relationships that includes "contracts, collective bargaining, reward systems and employee involvement."

However, if we go further down in time, H T Graham and Roger Bennett (1998) explain that "Human resources management (HRM) concerns the human side of the management of enterprises and employees' relations with their firms. Its purpose is to ensure that the employees of a company, i.e. its human resources, are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work." This means that the human resource department aims to concentrate on the benefit of their company through human sources and how they can use them to their full potential, by keeping them satisfied as well as beneficial.

HRIS, a word derived from Human Resource Information Systems, has been the upcoming technology in the human resource department from the 1990's when the HR technology users moved from HR – specific systems to "those that integrated their companies' enterprise resource planning (ERP) systems." These ERP solutions then aided the "HRIS applications to be built around a single database and a common workflow model" to organize the data in the department on a computer based system; Jones, William J and Hoell, Robert C (2005)

As per Goliath (2008), "A human resource information system (HRIS) is defined as a computer based application for assembling and processing data related to human resource management (HRM) function." In other words, it is a database that aids in storing relevant data concerned with human resources to provide information to an employee without the need of going through paper based materials. It also offers tools that can help in editing and entering new data into the system; it provides users "to select from an array of predefined reports that may either be printed or displayed on a monitor." This system may address many types of issues, such as: "succession planning, compensation planning, equal employment opportunity monitoring" etc.

According to Jones, William J and Hoell, Robert C (2005) referred by Walker (1982), "A human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by an organization about its human resource (HR), personnel activities, and organization unit characteristics"

After reading an article from Ruth Mayhew (2011) "An HRIS is used for employment actions such as applicant tracking, performance management, attendance, compensation and benefits management, work force analyses, and scheduling."

### THE HRIS TECHNOLOGY

As mentioned by Ruth Mayhew (2011), an HRIS can help in managing "compliance with federal and state laws, streamline processes for recruitment and selection, and produce analyses, data and reports for internal and external use." In other words, the system can aid the department to do everything within the federal and state law requirements; it also aids the recruitment team in selection of candidates for the jobs and also helps all the data and reports to be used for internal and external uses. Other advantages of an HRIS include the "ease of use for qualification computer technology specialists, accuracy of information and the ability to perform HR audits using any combination of parameters." As per the studies of Banalzwaa, Abdullah & Goronduste (2017) highlighted that information technology has changed and enriched the role of human resource by merging with IT and human resource capability will enhance the banks performance.

Where the employees are concerned Ruth Mayhew (2011) explained that within the HRIS "The employee and manager self-service features are excellent ways to free up the time of your human resources staff members for project work and other duties. Employees and managers can locate answers and information quickly without the need to consult an HR representative every time." So the HRIS can save up employee time which would generally be consumed if the work was paper based, and also lets the managers control the work individually without the need to consult HR representatives. According to a presentation made by Mr. Sampath Jayasundara, (2003) HR staff members have to file many documents for "Organizational Charts, Leaves, Performances, Planning, Recruitment, Development, Transfer, Promotions, Benefits, Staffing, Retaining, Termination, Selection and Training" purposes. So how does the HRIS benefit an employee? Well for starters, Decision making process without the HRIS would be time consuming for the following; "Strategic decision making would take 2% of your time, Functional decision making would be 23% of your time, and operational day – to – day tasks would be 75%" However with the use of HRIS, time would be allocated as following; Overall process of decision making process would be 75% which leaves room for 25% time saving. Studies from Bhuiyan, Rahman & Gani (2015) have shown that, other than the using the application of IT in the functions of HRM, training and development aspect is widely supported by IT at cost-effective way. In all aspect, HRIS application in business environment will certainly give a great impact in the efficiency of HR process that helps in HR management decisions, improves job satisfaction, reduces employee turnover, and increase training effectiveness and career management along with the complete automation of the administrative HR process

As Mr. Sampath Jayasundara (2003) explained; the benefits of HRIS is that it saves time, saves cost, and work re-allocation. Saving time would mean, "easy data maintenance, administrative process automated, Employee self-service (kiosk), Adequate information base that leads to timely and just decision making and Responds faster to employee inquiries to enhance efficiency and productivity." Saving cost would mean "Less time spent on tasks = less money, Minimum paper-work, and Timely and accurate decision making includes less cost." The work re-allocation would stand for "Helping the employees perform better through effective career planning and performance management, integrating the human resource function with other business functions in the enterprise, and to serve personnel better." Further on it also aids to gain competitive advantage as people are the most precious assets to the company and HRIS manages people "efficiently and effectively"

An article via Sabah Karimi (1997) added that HRIS provides: Easy-to-update compensation and review information, self-service options for different users in the organization, efficient benefit administration and updating, applicant tracking during the recruitment stage, easy compliance and statistics reporting modules and email scheduling capabilities and improved communications with employees. Ruth Mayhew (2011) has described the disadvantages of technology as "problematic for small businesses" as few of the major error within HRIS arrives from human error while inputting the data into the system. It, nevertheless is also costly when it comes to technology that is needed to update the system and also via "insufficient applications to support your human resources needs." Moreover, it is also difficult when it comes to looking for "qualified specialists with human resource functional area knowledge," hence to hire a HRIS specialist is even more costly than the average salary for a qualified specialist in computer technology.

Furthermore, Sabah Karimi (1997) has explained that HR managers are required to train their employees to use the self-service objects of the system, hence as Sabah puts it, it is to fill the "knowledge gap" for those departments which are not comfortable to work with technology or web – based communications. To use HRIS means to learn about the software and the nitty-gritty "functionality of different reporting systems" which means that managers will need to know that it would be time consuming and that they would need to have a lot of patience to learn each aspect of the software. The biggest problem arises when a technical error strikes the system, due to data privacy is a big concern, and technical problems will take longer to be fixed than other types of software issues.

### RELATION BETWEEN HUMAN RESOURCE DEPARTMENT AND TECHNOLOGY

According to Amy E. Hurley – Hanson and Christina M. Giannantonio (2008), "Since 9/11, the importance of Human Resource Information Systems (HRIS) has increased substantially. An organization needs to explore their preparedness for crises and improve their disaster plans." Technology also assists the department to be prepared for unseen hazards and keeps the department self-prepared for crises, "the Human Resource Sector is the area most responsible for the safety of personnel and therefore best equipped to foster the communication requirements any crisis will necessarily exact." As per the studies of Ponduri (2016) HRIS is told be one of the best strategic partners, where the Human resource manager highlight the benefit from it to disseminate and implement the strategy within the organization. By doing this these systems will enable employees to manage much of their own HR administrative work.

### IMPORTANCE OF STUDY

**The actual situation:** Some organizations till date do not use technology for departments like Human Resource and still use the paper base system rather than computer based databases. **The desired situation:** Companies to use software which are especially made for the Human Resource departments. Reasons for the gap between the two situations: Cost effectiveness, change towards new methods and study of the new software, Cultural barriers, and Safety of information.

### STATEMENT OF PROBLEM

There is a notable gap between the technological acceptance and its usage in the field of Banking especially in HR perspective. The need for information in the HR functions is huge. That has always made a greater point for any information processing which bring better solution. In the field of Banking, the application of HRIS would be inevitable in near future since the role of human resource grows essential every day. That leads to a mentionable remark on the HRIS adoption in the field of banking sector in Qatar. The need for implementing HRIS in the banking sector is inevitable in the present scenario.

The study has been initiated with a view to understand the implementations of HRIS in banks of Qatar and also the comparison of international banks and national banks in terms of HRIS adoption.

### AIMS AND OBJECTIVES OF RESEARCH

The aim of this research is to find a solution for banking industry to overcome the problems they face in adapting to the Human resource information systems built for them. Here are few objectives set to aid in completing the aim of the research:

1. To identify the problem that Banks in Qatar is facing via different project models.
2. To find out the need of HRIS and recommend how they can deal with those matters.

### RESEARCH METHODOLOGY

Sample design is a technique or the procedure the researcher would adopt in selecting items for the sample. The sample design to be used must be decided by the researcher taking into consideration the nature of the inquiry and other related factors (Kothari C.R., 2004). The bank employees who may work in national or international bank of Qatar are taken as the sample unit. Details of banks are collected through official website of Qatar.

Based on the information collected from these sources, a consolidated list of banking firms is prepared, which is considered to be the sample frame of this study. As the study calls for analysis and rendering of data without any subjective action, this can be viewed as a descriptive survey. The size of populations of this study is very high. In order to simplify the sample selection process, Multi stage sampling technique is employed. Under multi stage sampling method, the following steps are adopted to select the samples for this study. Initially, banks in Qatar are segmented into two categories one is National banks and another is international banks. For each category, the respondents are chosen through simple random sampling. 150 respondents are selected and used for this study. Well-structured questionnaire was given and collected the response. AMOS 22v has been used for the model building and data analysis. From the 210 questionnaires, 168 responses were received, out of which 18 were excluded because of incomplete data or response bias of extreme values. The remaining usable questionnaires were 150. This stands for an effective response rate of above 90 percent of the entire sample. Hence the sample size for this study is 150.

## RESULTS & DISCUSSION

### RELATIONSHIP BETWEEN HEURISTICS AND PERSONALITY

The adoption of HRIS factors are studied by using the two variables. They are and technology they adopt and the perception of the employees to adopt HRIS. Relationship between HRIS and the HR performance are explored through the following SEM model 1.

FIGURE 1: THE EFFECT OF HRIS ON HR PERFORMANCE

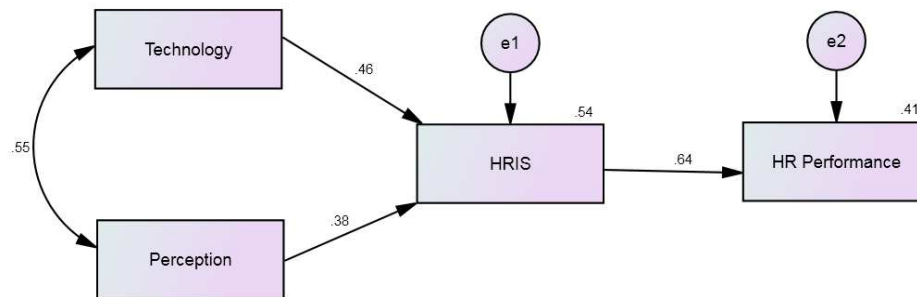


TABLE 1: RESULT OF THE MODEL

Independent variables	Dependent variable	Path coefficient	Standard error	P value
HRIS	HR Performance	0.64	.196	.001
Technology	HRIS	0.46	.056	.000
Perception	HRIS	0.38	.065	.030

The table 1 shows the value of path coefficient as 0.64, standard error as 0.196 and the p-value is 0.001, which explores the relationship is significant. It indicates that there is a positive causal relationship between HRIS and HR Performance. The value of path coefficient as 0.46, standard error as 0.056 and the p-value is 0.000, which explores the relationship is significant. It indicates that there is a positive causal relationship between HRIS and Technology. The value of path coefficient as 0.38, standard error as 0.065 and the p-value is 0.03, which explores the relationship is significant. It indicates that there is a positive causal relationship between HRIS and Perception.

TABLE 2: RESULT OF GOODNESS OF FIT

Model	Normed Chi Square	P value	GFI	AGFI	RMSEA
Study model	15.063	.000	0.94	0.91	0.068

The table 2 shows the value of various goodness-of-fit indices. The normed chi-square is 15.063, RMSEA is 0.068, GFI is 0.94, and AGFI is 0.91. These values fall within its threshold limit. This confirms that the available data set perfectly fits into the model.

### MODERATION EFFECT

The SEM analysis, Zhao and Cavusgil (2006) technique of evaluating moderator effect was adopted in this research. According to Zhao and Cavusgil (2006), a two-group model is used because it could determine whether a moderator moderates the correlation between two factors. The sample was split into 2 groups as national and international banks.

Type of banks is defined as national and international. A two group AMOS model was used subsequently so that it could be determined whether or not there was any significant difference in structural parameters between the national and international. The following hypothesis is framed to test the moderating effect of Bank on HRIS and HR performance. Hypothesis: Type of bank moderates the relationship path between HRIS and HR performance. Relationship between HRIS and HR performance with the help of moderator type of bank are displayed in the following figure 2 and 3.

FIGURE 2: THE EFFECT OF HRIS ON HR PERFORMANCE AMONG INTERNATIONAL BANKS IN QATAR

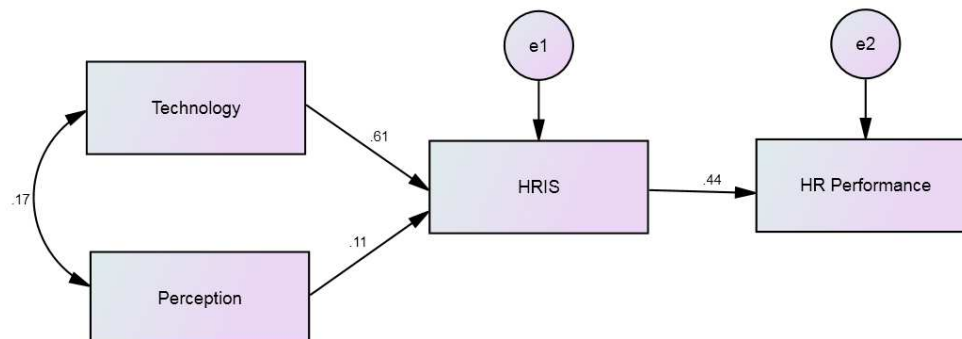
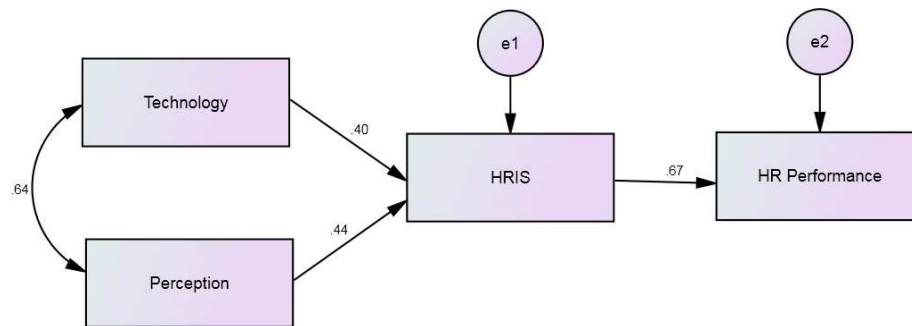


FIGURE 3: THE EFFECT OF HRIS ON HR PERFORMANCE AMONG INTERNATIONAL BANKS IN QATAR

**COMPARING THE GROUP EFFECTS FOR A MODERATOR VARIABLE**

The standardized estimate of the two groups are compared to find out which group contributes high as a role of moderator to determine the relationship path between national and international banks.

TABLE 3: STANDARDIZED COEFFICIENT OF RELATIONSHIP BETWEEN HEURISTICS AND PERSONALITY OF INVESTORS

Groups	Standardised Beta Estimates	Sig Value(P)	Result of Moderation
International banks	.44	.041	Supported
National Banks	.67	.005	Supported

The standardized beta estimate for International banks is 0.44, while the same estimate for National Banks is 0.67. Further the p values of two groups are statistically significant. From these findings, it can conclude that the effect of HRIS on HR Performance is more pronounced in national banks compared to international banks. Here, both the estimates of type of banks are significant. This signifies that partial moderation exists the path between HRIS on HR Performance.

**RECOMMENDATIONS**

Understand the needs of the HR department that can be implemented within the HRIS, this will aid the department to know what all functions are needed and to what extent the HRIS can be used within each HR division. Hire a professional staff who would know the HRIS inside out, this will help in any technical errors that the bank faces with the HRIS, and will also help in providing training to new HR employees. Update/upgrade the system on regular basis; also create backups on monthly intervals to avoid any data loss due to unforeseen situations, such as power failure or hackers.

Reduce paper based materials; a green environment is a friendly environment. This can be done by using the HRIS to its full potential every day. HRIS helps organization to reduce paper work to a big extent. Provide employees with change management training to aid them in accepting changes within the bank and enable them to use the software without hesitation.

The well-organized HRIS would create an environment where the workers' search will end instantly and the decision taking capacity in the whole stream of HR would become versatile and eminent.

**CONCLUSION**

This study examined the moderating effect of international and national banks on the relationship between HRIS and HR Performance. The study has explored the differences in adopting human resource information system in the national and international banks. The better implementation of HRIS can enhance the HR performances. This study focuses on the bank employee's perception and the adoption of technological advances on HRIS. These factors can lead to HR Performance with respect to the differences on international and national banks in Qatar. It is concluded that the national banks effect of HRIS on HR performances is strongly positive. This study enriches the knowledge on HRIS in banking sector in Qatar.

**LIMITATIONS**

This study has been undertaken among bank workers in Qatar. Some of the respondents were unresponsive. The study has focused only the human perspective not the technical perspective even though strategic view towards human resource is discussed.

**SCOPE OF FURTHER RESEARCH**

This study has concentrated on the different type of banks and its implementation of HRIS and has explored the significance of differences and adopting different strategies with respect to national and international banks.

The further research can be initiated with banking industry on HRIS in terms of its barriers to adopt the HRIS. HRIS is available for redundant tasks of HR department whereas the HR relationship and employees' behavioural dimensions can be studied in future. The technical perspective of HRIS is not included in this study when it comes technological amendment, there might be a significant effect on implementing HRIS in banking industry in Qatar.

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